

2004 Strategic Master Plan for Higher Education: Interim Plan
Comparison of Interim Plan with Legislative Expectations and Policy Guidance

1. Access

ESHB 2076 Requirements	Legislative Work Group (Majority Recommendations)	2004 Interim Strategic Master Plan														
<p>The Board shall specify strategies for maintaining and expanding access.</p> <p>The plan shall include recommendations based on enrollment forecasts and analysis of data about demand for higher education, and policies and actions to meet those needs.</p> <p>The Board may consider:</p> <ul style="list-style-type: none">• The changing ethnic composition of the population and the special needs arising from those trends;• Needs and demands for basic and continuing education and opportunities for lifelong learning by individuals of all age groups; and• Needs and demands for access to higher education by placebound students and individuals in heavily populated areas underserved by public institutions.	<p>The access goals should recognize that the enrollment cycle increases during economic downturns and declines during economic upturns.</p>	<p><i>Goal 1: Increase opportunities for students to earn degrees</i> By 2010, the plan would increase by about 20% the total number of students who earn college degrees and complete job training each year.</p> <p>By 2010:</p> <ul style="list-style-type: none">• The number of students who earn associate’s degrees will increase by 3,500 to reach 23,500 per year.• The number of students who earn bachelor’s degrees will increase by 5,500 to reach 30,000 per year.• The number of students who earn graduate and professional degrees will increase by 2,000 to reach 11,500 per year. <p><i>Strategy A: Increase enrollment by 2010 to give more students the opportunity to earn degrees</i></p> <table><tr><td colspan="2">State-funded FTE enrollments:</td></tr><tr><td>To reach associate’s degree goal</td><td>18,000</td></tr><tr><td>To reach workforce training goal</td><td>8,100</td></tr><tr><td>To reach bachelor’s and graduate degree goals</td><td><u>18,900</u></td></tr><tr><td>New enrollments to reach goals</td><td>45,000</td></tr></table> <table><tr><td>Enrollments saved through efficiencies</td><td>TBD</td></tr><tr><td>Net new enrollments to reach goals</td><td>TBD</td></tr></table> <p>Note: 33,500 new state-funded FTE are needed by 2010 to maintain 2002 participation rate.</p>	State-funded FTE enrollments:		To reach associate’s degree goal	18,000	To reach workforce training goal	8,100	To reach bachelor’s and graduate degree goals	<u>18,900</u>	New enrollments to reach goals	45,000	Enrollments saved through efficiencies	TBD	Net new enrollments to reach goals	TBD
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2. Funding

ESHB 2076 Requirements	Legislative Work Group (Majority Recommendations)	2004 Interim Strategic Master Plan
<p>The Board shall specify strategies for maintaining and expanding efficiency.</p>	<p>The plan must/should:</p> <ul style="list-style-type: none"> • Coordinate operating and capital funding. • Recommend a timeline for possible pilot-testing of a performance contract with one or two institutions. • Suggest alternatives to the current average FTE funding of new enrollment in order to address high-demand degrees and programs. 	<p>Strategy B: Improve educational efficiency to make the most of limited state resources</p> <ul style="list-style-type: none"> • Increase the number of students who transfer from two-year to four-year colleges and earn degrees. • Reduce the need for remedial course work in college among recent high school graduates. • Reduce the number of students who graduate with excess credits. • Reduce the number of credits earned by transfer students that do not apply to their bachelor's degrees. • Increase student retention. • Work with institutions to identify other efficiencies. <p>Strategy D: Address funding, tuition and financial aid to preserve and enhance educational quality</p> <ul style="list-style-type: none"> • Fund enrollments at the average rates for comparable institutions nationwide to help achieve the state's graduation goals, promote quality, and eliminate over-enrollment. <p>Coordination of operating and capital funding</p> <ul style="list-style-type: none"> • The Board has adopted 2005-2007 operating and capital budget guidelines, which direct the institutions to align their budget requests with the goals in the interim plan. <p>Pilot-testing of a performance contract</p> <ul style="list-style-type: none"> • Develop a performance contract pilot project under the terms of House Bill 2111. (Timeline will be developed.) <p>High-demand degrees and programs</p> <ul style="list-style-type: none"> • Create an ongoing program to identify high-demand fields and recognize higher instructional costs. • Use an incentive-based approach to dedicate a portion of all new enrollments for high-demand programs, job training and related initiatives.

3. Service Delivery Models

ESHB 2076 Requirements	Legislative Work Group (Majority Recommendations)	2004 Interim Strategic Master Plan
<p>The Board shall:</p> <ul style="list-style-type: none"> Specify strategies for maintaining and expanding quality. Develop and establish role and mission statements for each four-year institution and the community and technical college system. Determine whether certain major lines of study or types of degrees, including applied degrees or research-oriented degrees, shall be assigned uniquely to some institutions or institutional sectors. <p>The plan shall include state or regional priorities for new or expanded degree programs or off-campus programs, including what models of service delivery may be most effective.</p> <p>The Board may consider demographic, social, economic, and technological trends and their impact on service delivery.</p>	<p>The plan should:</p> <ul style="list-style-type: none"> Make specific recommendations for the appropriate mix of service delivery models to best serve the needs of students. Contain strategies and benchmarks for coordinating the mix of delivery models, rather than leaving all service delivery decisions up to each individual institution. <p>The goal is to maximize existing facilities while adapting to changing demands for access.</p> <p>There should be increased flexibility for branch campuses and community/technical colleges to meet their evolving needs and those of students and businesses in their service area.</p>	<p>Strategy C: Promote innovation in service delivery to meet changing regional and state needs</p> <ul style="list-style-type: none"> Identify planning and decision-making models that promote regional collaboration and problem-solving and strengthen the 2-plus-2 system, especially in regions served by branch campuses. As appropriate in each region: <ul style="list-style-type: none"> Allow branch campuses to offer selected lower-division courses and doctorate degrees, and/or evolve into four-year institutions. Allow community colleges to offer selected upper-division courses, and permit selected community colleges to offer bachelor's degrees and/or evolve into four-year institutions. Enable comprehensive institutions to offer more bachelor's of applied science degrees. Allow partnerships of public and private institutions to receive high-demand enrollment funding. <p>Strategy D: Address funding, tuition and financial aid to preserve and enhance educational quality</p> <ul style="list-style-type: none"> Fund enrollments at the average rates for comparable institutions nationwide to help achieve the state's graduation goals, promote quality, and eliminate over-enrollment. Give colleges unrestricted tuition-setting authority for all students. <p>Role and mission of colleges and universities</p> <ul style="list-style-type: none"> Examine the state's relationship with its public colleges and universities in order to establish clear goals and expectations. <p>Degree programs or off-campus programs (To be addressed in Strategy C: Promote innovation in service delivery to meet changing regional and state needs.)</p>

4. Higher Education and Economic Development

ESHB 2076 Requirements	Legislative Work Group (Majority Recommendations)	2004 Interim Strategic Master Plan
<p>The plan shall include:</p> <ul style="list-style-type: none"> State or regional priorities for addressing needs in high-demand fields where enrollment access is limited and employers are experiencing difficulty finding enough qualified graduates to fill job openings. <p>The Board may consider business and industrial needs for a skilled work force.</p>	<p>No additional recommendations.</p>	<p><i>Goal 2: Respond to the state's economic needs</i></p> <ul style="list-style-type: none"> Increase enrollment opportunity and the number of students who earn degrees in high-demand fields that support state and regional priorities. Increase state funding for university research linked to state economic development objectives. Increase the number of students who complete job training programs by 18% to reach 25,000 per year. Increase from 50% to 80% the proportion of basic skills students who demonstrate skill gains. <p><i>Strategy E: Improve higher education's responsiveness to the state's economic needs</i></p> <ul style="list-style-type: none"> Create an ongoing program to identify high-demand fields and recognize higher instructional costs. Use an incentive-based approach to dedicate a portion of all new enrollments for high-demand programs, job training and related initiatives. Increase state research funding to promote new economic ventures. Support the two-year college system's strategies to increase student success in job training and basic skills. Develop a new financial aid program to support adults who work full-time and go to college part-time. <p><i>Strategy C: Promote innovation in service delivery to meet changing regional and state needs</i></p> <ul style="list-style-type: none"> Allow partnerships of public and private institutions to receive high-demand enrollment funding.

5. Accountability

ESHB 2076 Requirements	Legislative Work Group (Majority Recommendations)	2004 Interim Strategic Master Plan
<p>The Board shall:</p> <ul style="list-style-type: none"> Specify strategies for maintaining and expanding efficiency and accountability. Recommend specific actions and identify measurable performance indicators and benchmarks for gauging progress toward achieving goals and priorities. Review, evaluate and make recommendations on operating and capital budget requests based on how the requests align with and implement the plan. <p>Institutions shall develop strategic plans that:</p> <ul style="list-style-type: none"> Implement the plan's vision, goals, priorities, and strategies. Contain measurable performance indicators and benchmarks. 	<p>There should be a goal to reduce the time to degree in all universities and implement policies that eliminate the gap between time to degree for entering freshmen and those who transfer from community and technical colleges.</p>	<p><i>Strategy B: Improve educational efficiency to make the most of limited state resources</i></p> <ul style="list-style-type: none"> Increase the number of students who transfer from two-year to four-year colleges and earn degrees. Reduce the need for remedial course work in college among recent high school graduates. Reduce the number of students who graduate with excess credits. Reduce the number of credits earned by transfer students that do not apply to their bachelor's degrees. Increase student retention. Work with institutions to identify other efficiencies. <p><i>Governance and accountability</i></p> <ul style="list-style-type: none"> Role and mission of state higher education boards: The state should review governance options and consider consolidating the higher education functions performed by the HECB, SBCTC, and WTECB into one state governing board. College and university boards of regents and trustees should remain in place. Role and mission of colleges and universities: Examine the state's relationship with its public colleges and universities in order to establish clear goals and expectations. Accountability <ul style="list-style-type: none"> Use benchmarks and performance indicators to effectively measure results. Develop a performance contract pilot project (House Bill 2111). Improve the consistency of higher education data systems. Develop means to determine the cost of college degrees in specific fields. <p><i>Budget requests</i></p> <p>The Board has adopted 2005-2007 operating and capital budget guidelines, which direct the institutions to align their budget requests with interim plan goals.</p>

6. Learning as a Lifelong Continuum: P-16 and Beyond

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<p>The Board may consider:</p> <ul style="list-style-type: none"> Needs and demands for basic and continuing education and opportunities for lifelong learning. College attendance, retention, transfer, and dropout rates. 	<p>No additional recommendations.</p>	<p><i>Strategy B: Improve educational efficiency to make the most of limited state resources</i></p> <ul style="list-style-type: none"> Increase the number of students who transfer from two-year to four-year colleges and earn degrees. Reduce the need for remedial course work in college among recent high school graduates. Reduce the number of students who graduate with excess credits. Reduce the number of credits earned by transfer students that do not apply to their bachelor's degrees. Increase student retention. <p><i>Strategy F: Improve K-12/higher education linkages to promote student success in college</i></p> <ul style="list-style-type: none"> Expand access to programs in which K-12 students earn high school and college credit simultaneously. Increase the number of K-12 students who complete a rigorous high school curriculum that prepares students to do college-level work without remedial instruction, especially in mathematics. Improve the communication to students, families and K-12 schools of what students must know and do to be considered ready for college. Revise current HECB minimum college admission requirements to ensure college-bound students are encouraged to take the high school courses they need to prepare for college-level work. <p><i>Role and mission of state higher education boards</i></p> <ul style="list-style-type: none"> Higher education and K-12 leaders should work together to reinforce and enhance K-12 education reform and promote a P-16 approach to education.

7. Tuition and Financial Aid

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<p>The Board shall make recommendations for maintaining and expanding affordability.</p> <p>The plan shall include:</p> <ul style="list-style-type: none"> Recommended tuition and fee policies and levels. Priorities and recommendations on financial aid. 	<p>No additional recommendations.</p>	<p><i>Strategy D: Address funding, tuition and financial aid to preserve and enhance educational quality</i></p> <ul style="list-style-type: none"> Give colleges unrestricted tuition-setting authority for all students. Require schools to supplement state grants for low-income students to offset local undergraduate tuition increases. Fund the State Need Grant to reach HECB goals (65% of median family income, 100% of tuition). Also, maintain the purchasing power of all other state financial aid programs. <p><i>Financial aid</i></p> <ul style="list-style-type: none"> Develop a new financial aid program to support adults who work full-time and go to college part-time.

8. Efficient Transfer

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The plan shall include recommended policies or actions to improve the efficiency of student transfer and graduation or completion.	<p>Allow students to transfer in more than 90 credits from the community college.</p> <p>This should result in more students being able to be admitted to the major at the university and at far less cost to both the student and the taxpayers.</p>	<p><i>Strategy B: Improve educational efficiency to make the most of limited state resources</i></p> <ul style="list-style-type: none"> • Increase the number of students who transfer from two-year to four-year colleges and earn degrees. • Reduce the need for remedial course work in college among recent high school graduates. • Reduce the number of students who graduate with excess college credits. • Reduce the number of credits earned by transfer students that do not apply to their bachelor's degrees. • Increase student retention. • Work with institutions to identify other efficiencies.

9. Overall Structure of Strategic Master Plan

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<p>The Board shall present the plan's vision, goals, priorities, and strategies in a way that provides guidance for institutions, the Governor, and Legislature to make further decisions regarding institution-level plans, policies, legislation, and operating and capital funding for higher education.</p>	<p>No additional recommendations.</p>	<p><i>Vision</i></p> <ul style="list-style-type: none"> • Washington's higher education system should strengthen the state's economic competitiveness through education and training for Washington residents. • State policies should support efficient graduation and completion, and broad participation in college. • State investments should promote a full range of opportunities, from basic skills instruction to job training to college degrees of all types. • State government, public colleges and universities, and students should all be accountable for performance outcomes. <p><i>Goal 1: Increase opportunities for students to earn degrees</i> By 2010:</p> <ul style="list-style-type: none"> • The number of students who earn associate's degrees will increase by 3,500 to reach 23,500 per year. • The number of students who earn bachelor's degrees will increase by 5,500 to reach 30,000 per year. • The number of students who earn graduate and professional degrees will increase by 2,000 to reach 11,500 per year. <p><i>Goal 2: Respond to the state's economic needs</i></p> <ul style="list-style-type: none"> • Increase enrollment opportunity and the number of students who earn degrees in high-demand fields that support state and regional priorities. • Increase state funding for university research linked to state economic development objectives. • Increase the number of students who complete job training programs by 18% to reach 25,000 per year. • Increase from 50% to 80% the proportion of basic skills students who demonstrate skill gains.